

## **COURSE SYLLABUS**

### **23E21555 Strategy and Marketing from a Business History Perspective (6 ECTS cr.)**

*Aalto University School of Business School, Period I, 2022*

Course name:	23E21555 Strategy and Marketing from a Business History Perspective
Credits:	6 ECTS
Grading:	1-5
Format:	Seminar course with 9 sessions (8 sessions Zoom, one F2F seminar)
Timing:	September-October 2022
Language:	English
Faculty:	<b>Henrikki Tikkanen</b> , A. I. Virtanen professor of consumer research, Aalto University School of Business, Finland
Location & host:	Zoom & Aalto University School of Business, Helsinki, Finland
	<a href="https://aalto.zoom.us/j/6266116417">https://aalto.zoom.us/j/6266116417</a>
Number of students:	Max. 25 master/PhD students
Applying:	Enrollment through Sisu
Website:	MyCourses 23E21555 - Strategy and Marketing from a Business History Perspective.

## Course description

Research in strategic management on the one hand and strategic marketing on the other have traditionally tended to go separate paths. Strategic management research has focused on topics such as dynamic firm-internal capabilities, competitive actions and dynamics, upper echelons of corporations, strategic leadership, and strategy practices and processes. The customer and market viewpoint has often been missing. Strategic marketing research has studied corporate orientations and their performance implications, customer value and customer relationships, marketing performance measurement, and value networks. Therein, the top management and leadership viewpoint has been scarce.

This course offers a business history perspective to strategic management and marketing. It has often been claimed that a lot of management research is void of relevant historical understanding, which may lead practicing managers to repeat past mistakes (e.g. in the case of business cycles). Extant historical studies on the above-mentioned diverse topics on strategy and marketing published in the leading journals of these fields are included in the readings package of the course. What is more, the students prepare and present an academic seminar paper on a chosen historical topic. This not only offers insights into historical past-dependencies in strategy-making and marketing activities in different industry and company settings, but also sheds light on how the historical research method can be successfully applied to provide answers to relevant research questions.

## Organization & Faculty

Henrikki Tikkanen is the A. I. Virtanen professor of consumer research since 2017 and a professor of marketing at Aalto University School of Business, Department of Marketing since 2004 (until 2010 Helsinki School of Economics). In 2001-2004, he was a professor at the Industrial Engineering and Management Department of the Helsinki University of Technology. With more than 80 journal publications (e.g. *Journal of Marketing*, *Strategic Management Journal*, *Journal of Management Studies*) in the areas of strategic management, marketing, and leadership, Tikkanen is one of the most published academics in the Nordic countries in the topic areas of the course. A business historical research approach is a common denominator in many of prof. Tikkanen's studies. He has also served as a professor at Stockholm University, Helsinki University of Technology, University of Oulu and as a visiting professor at ESCP Europe (Paris), Asian Institute of Technology (Bangkok) and ESC Lille, France. Prof. Tikkanen holds a D.Sc. (Economics and Business Administration) in International Marketing (Turku School of Economics, Finland, 1997) and a Ph.D. in Economic History (University of Jyväskylä, 2020). You can check out his history doctoral thesis in:

[https://jyx.jyu.fi/bitstream/handle/123456789/71317/978-951-39-8249-2\\_vaitos\\_2020\\_09\\_25.pdf?sequence=-1&isAllowed=y&fbclid=IwAR07oT-W4gPhkhrPwQoYz-eGWmzJwFjgtBn9Du2pG7y7UIhzS8W\\_HSqgrY](https://jyx.jyu.fi/bitstream/handle/123456789/71317/978-951-39-8249-2_vaitos_2020_09_25.pdf?sequence=-1&isAllowed=y&fbclid=IwAR07oT-W4gPhkhrPwQoYz-eGWmzJwFjgtBn9Du2pG7y7UIhzS8W_HSqgrY)

## Learning outcomes

Upon completion of the course, students will:

- Understand the role of historical knowledge in the evolution of industries and companies
- Understand how central concepts in strategy and marketing (e.g. dynamic capabilities, market orientation, marketing thought and practices) have evolved and how they have been adopted and applied in real-life company settings
- Understand how the historical method can be applied to the study of diverse topics in management research
- Be able to write and present a concise academic seminar paper on a chosen historical topic.

## Learning methods

This course is an intensive 9-session (8 Zoom sessions & one seminar session, where course papers are presented in a F2F session) course, each session containing 2-3 academic articles as the core readings. Learning methods are a combination of lectures and discussions on the readings and other assignments. During the presentation session, the students present a 3 000 - 4 000 word short academic seminar paper they have prepared on a chosen business historical topic.

### *Readings assignment (30 % of the grade)*

Academic discussion on the assigned readings and completion of the related assignment are important parts of class participation and passing the course. In order to be appropriately prepared for the seminar sessions, the students are expected to have read all papers related to a specific seminar session beforehand. This readings package consists of articles/book chapters listed below.

In addition to reading the article package assigned to the course, the students are expected to write QAQC-analyses of each of the mandatory articles. Please write succinctly, preferably no more than half a page per article. The maximum length of the readings assignment is thus ca. 10 pages (Times New Roman, size 12, 1,5-spaced).

QAQC analysis consists of the following steps:

- Quote: Select a quote from the paper that summarizes the study, using the words of the author(s).
- Argument: Summarize the main argument of the paper in your own words. No more than a few sentences.
- Question: Pose a question that you would like to discuss in the classroom.
- Connection: Describe how the focal article relates to other articles in the same session. No more than a few sentences.

The idea of the readings assignment is to encourage students to read through the assigned reading package before the course and it also functions as a springboard for discussion during the course as the instructors will direct discussion to focus on the questions posed by the students.

We strongly recommend that you do the assignment before the contact period to maximize your learning. However, this is not strictly enforced. The deadline for handing in the final assignment is the same as for the final learning diary.

### *Class participation and discussion*

All the participants are expected to participate in class (this year, in Zoom) and contribute actively to the group's learning experience. The pre-readings are carefully selected to stimulate constructive discussions on each topic, and the instructors will facilitate the discussions. The general aim of the course is to develop critical thinking and debate about theoretical discourses both in strategic management and marketing from a business historical angle. As this year the course will be in a digital format, class discussions are not graded. However, the students must be present during the digital classes (they can be away once without consultation with the teacher).

### *Seminar paper (50 % of the grade)*

The students prepare (alone or in teams of 2-3 students) an academic seminar paper on a chosen business historical subject (presented in the first seminar session or chosen by the students themselves, the professor has to accept the themes) comprising 3 000-4 000 words and present the paper during the last session. The aim is to practice the writing and presenting of an academic paper. The professor and the rest of the course participants act as commentators to all of the papers.

There are three options for a seminar paper:

1. *Paper based on extant historical data: For instance: SEK & Grey - Company self-presentation in the professional service industry.* SEK has for a long period of time been among the largest advertising agencies in Finland (historical material available from the teachers). The data for this exercise consists of a sequence of company presentations ranging from the year 1980 to 2002. The task is to analyze: 1) What does Sek & Grey sell to their clients, 2) how has this changed over the years, and 3) what can we learn from these changes, if anything? Other company sources can also be used.
2. *Paper on the evolution of an industry and/or corporation.* The theme (including the research question and theoretical foundation or angle from which you analyze the evolution process) and the subject (i.e. the industry or the company, such as Nokia, Intel or the ICT sector) can be chosen by the students. This option requires data gathering from public sources, e.g. annual reports.
3. *Review paper on historical phenomena.* The historical phenomena can be chosen by the students (e.g. The influence of Classical Management Thinkers: Taylor and Fayol). The review should consist of papers that summarize well the discussion around a chosen historical phenomenon.

### *Learning diary (20 % of the grade)*

After the seminar sessions, students are expected to complete an independent learning diary. The learning diary should reflect both the overall learning experience, as well as the key takeaways from the pre-readings, class discussions, and their work on preparing and presenting a seminar paper. Therefore, it is highly recommended to the students to take notes on their learning and new ideas and questions raised throughout the course. The maximum length of the learning diary is 10 pages (Times New Roman, size 12, 1,5-spaced).

## Assignment due dates

In order to complete the course, the students are expected to:

- Read the assigned readings in advance for each session.
- Attend minimum of 8 of the 9 seminar sessions and participate actively in the discussions.
- Compile and present a 3 000 - 4 000 word academic seminar paper on a chosen business historical topic (written alone or in a team of 2-3 students) during the last session of the course. The final and corrected version of the seminar paper must be submitted by the end of November, 2022.
- Complete an independent readings assignment (no more than 10 pages in length) and learning diary (no more that 10 pages) and return it by the end of November, 2022. You may combine these two deliverables into one file to be submitted to the course coordinator.

All the **deliverables should be returned to the professor by e-mail ([henrikki.tikkanen@aalto.fi](mailto:henrikki.tikkanen@aalto.fi))** by the end of November, 2022. No late submissions will be accepted.

## Course schedule

The course consists of 9 sessions as follows.

***Session 1 (Monday 5.9.2022, 16:15-18:00, Zoom; Please note the exceptional day since 6th of September is reserved for the Opening of the University!)***

<b>Course Introduction &amp; Welcome</b>	Instructors
Introduction to the course, ways of working, learning goals, deliverables, people	Henrikki Tikkanen
How to write and present an academic paper?	Henrikki Tikkanen
Example presentation of Aspara, J., Lamberg, J.-A., Sihvonen, A. & Tikkanen, H. 2021. Chance, Strategy and Change: The Structure of Contingency in the Evolution of the Nokia Corporation, 1986–2015. Third round revision in <i>Academy of Management Discoveries</i> .	
Additional readings for the final report:	
Lamberg, J.A., Lubinaitė, S., Ojala, J. & Tikkanen, H. 2019. The curse of agility: The Nokia Corporation and the Loss of Market Dominance in Mobile Phones, 2003–2013. <i>Business History</i> , 63:4: 574-605.	

DOI: 10.1080/00076791.2019.1593964	
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**Session 2 (Thursday 8.9.2022, 16:15-18:00, Zoom)**

<b>Historical Methods in Management Research</b>	
<p>Vaara, E., &amp; Lamberg, J.-A. 2016. Taking Historical Embeddedness Seriously: Three Historical Approaches to Advance Strategy Process and Practice Research. <i>Academy of Management Review</i>, 41(4): 633–57.</p> <p>Gill, M.J., Gill, D.J., &amp; Roulet, T.J. 2018. Constructing Trustworthy Historical Narratives: Criteria, Principles and Techniques. <i>British Journal of Management</i>, 29: 191–205.</p> <p>Additional Readings: Rowlinson, M., Hassard, J., &amp; Decker, S. 2014. Strategies for Organizational History: A Dialogue between Historical Theory and Organization Theory. <i>Academy of Management Review</i>, 39(3): 250-274.</p>	Henrikki Tikkanen

**Session 3 (Tuesday 13.9.2022, 16:15-18:00, Zoom)**

<b>Evolution of Strategy Research</b>	
<p>Hoskisson, R.E., Hitt, M.A., Wan, W.P. &amp; Yiu, D. 1999. Theory and Research in Strategic Management: Swings of a Pendulum. <i>Journal of Management</i>, 25(3): 417-456.</p> <p>Ghemawat, P. 2002. Competition and Business Strategy in Historical Perspective. <i>The Business History Review</i>, 76(1): 37-74.</p>	Henrikki Tikkanen

**Session 4 (Thursday 15.9.2022, 16:15-18:00, Zoom)**

<b>Dynamic Capabilities and Competitive Actions</b>	
<p>Danneels, E. (2011). Trying to Become a Different Type of Company: Dynamic Capability at Smith Corona. <i>Strategic Management Journal</i>, 32(1): 1-31.</p>	Henrikki Tikkanen

<p>Lamberg, J.-A., Tikkanen, H., Nokelainen, T. &amp; Suur-Inkeroinen, H. (2009) Competitive Dynamics, Strategic Consistency and Organizational Survival. <i>Strategic Management Journal</i>, 30: 45-60.</p> <p>Additional readings for the final report:</p> <p>Lamberg, J.-A. &amp; Peltoniemi, M. 2020. The Nanoeconomics of Firm-level Decision-making and Industry Evolution: Evidence from 200 Years of Paper and Pulp Making. <i>Strategic Management Journal</i>, 41(3): 499-529.</p> <p><a href="https://onlinelibrary.wiley.com/doi/full/10.1002/smj.3080">https://onlinelibrary.wiley.com/doi/full/10.1002/smj.3080</a></p> <p>Lamberg, J.-A. &amp; Tikkanen, H. 2007. Changing Sources of Competitive Advantage: Cognition and Path Dependence in the Finnish Retail Industry 1945-1995. <i>Industrial &amp; Corporate Change</i>, 15(5): 811-846.</p>	
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**Session 5 (Tuesday 20.9.2022, 16:15-18:00, Zoom)**

<p><b>Strategy as Practice and Process</b></p>	
<p>Vaara, E. &amp; Whittington, R. 2012. Strategy-as-Practice: Taking Social Practices Seriously. <i>The Academy of Management Annals</i>, 6 (1): 285-336.</p> <p><a href="https://www.researchgate.net/publication/254238675_Strategy-as-Practice_Taking_Social_Practices_Seriously">https://www.researchgate.net/publication/254238675_Strategy-as-Practice_Taking_Social_Practices_Seriously</a></p> <p>Cappellaro, G, Compagni, A. &amp; Vaara, E. (2021) Maintaining Strategic Ambiguity for Protection: Struggles over Opacity, Equivocality, and Absurdity around the Sicilian Mafia. <i>Academy of Management Journal</i>, 64(1): 1-37.</p> <p>Additional readings for the final report:</p> <p>Whittington, R., Cailluet, L., and Yakis-Douglas, B. (2011). Opening Strategy: Evolution of a Precarious Profession. <i>British Journal of Management</i>, 22, 531–544. <a href="https://doi.org/10.1111/j.1467-8551.2011.00762.x">https://doi.org/10.1111/j.1467-8551.2011.00762.x</a></p>	<p>Henrikki Tikkanen</p>

**Session 6 (Thursday 22.9.2022, 16:15-18:00, Zoom)**

<p><b>Evolution of Marketing Thought &amp; Marketing Practice</b></p>	
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<p>Fullerton, R. A. (2012). The historical development of segmentation: The example of the German book trade 1800-1928. <i>Journal of Historical Research in Marketing</i>, 4(1), 56–67. <a href="https://doi.org/10.1108/17557501211195064">https://doi.org/10.1108/17557501211195064</a></p> <p>Hesse, D., and Lurie, K. (2019). The German advertising industry – from 1950 to 2018. <i>Journal of Historical Research in Marketing</i>, 12(1), 101–125. <a href="https://doi.org/10.1108/JHRM-09-2018-0042">https://doi.org/10.1108/JHRM-09-2018-0042</a></p>	Henrikki Tikkanen
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**Session 7 (Tuesday 27.9.2022, 16:15-18:00, Zoom)**

<p><b><i>Evolution of Marketing Research, Market Orientation, and Brand Management</i></b></p>	
<p>Tadajewski, M. &amp; Jones, D.G.B. 2014. Historical Research in Marketing Theory and Practice: A Review Essay. <i>Journal of Marketing Management</i>, 30(11-12): 1239-1291.</p> <p>Gebhardt, G. F., Carpenter, G. S., &amp; Sherry Jr, J. F. 2006. Creating a Market Orientation: A Longitudinal, Multifirm, Grounded Analysis of Cultural Transformation. <i>Journal of Marketing</i>, 70(4): 37-55.</p> <p>Low, G. S. &amp; Fullerton, R. A. 1994. Brands, Brand Management, and the Brand Manager System: A Critical-Historical Evaluation. <i>Journal of Marketing Research</i>, Vol. XXXI: 173-190.</p>	Henrikki Tikkanen

**Session 8 (Thursday 29.9.2022, 16:15-18:00, Zoom)**

<p><b><i>History of Business Schools as Knowledge-Creating &amp; Distributing Institutions</i></b></p>	
<p>Alajoutsijärvi, K., Kettunen, K. &amp; Tikkanen, H. 2012. Institutional Evolution of Business Schools in Finland 1909-2009. <i>Management &amp; Organizational History</i>, 4: 337–367.</p> <p>Juusola, K., Kettunen, K. &amp; Alajoutsijärvi, K. 2015. Accelerating the Americanization of Management Education: Five Business School Responses. <i>Journal of Management Inquiry</i>, 24: 347–369.</p>	Henrikki Tikkanen



<p>Fleming, P. 2020. Dark Academia: Despair in the Neoliberal Business School. <i>Journal of Management Studies</i>, 57(6): 1305-1311.</p> <p><a href="https://opus.lib.uts.edu.au/bitstream/10453/135793/3/Binder2.pdf">https://opus.lib.uts.edu.au/bitstream/10453/135793/3/Binder2.pdf</a></p>	
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**Seminar paper presentation session 9 (Thursday 13.10.2022, 14:15-18:00, Room R038T003)**

<b>Presentation session</b>	
Paper presentations and comments	Henrikki Tikkanen
Course wrap-up and takeaways	Henrikki Tikkanen

**Additional information**

Please contact the professor at [henrikki.tikkanen@aalto.fi](mailto:henrikki.tikkanen@aalto.fi)